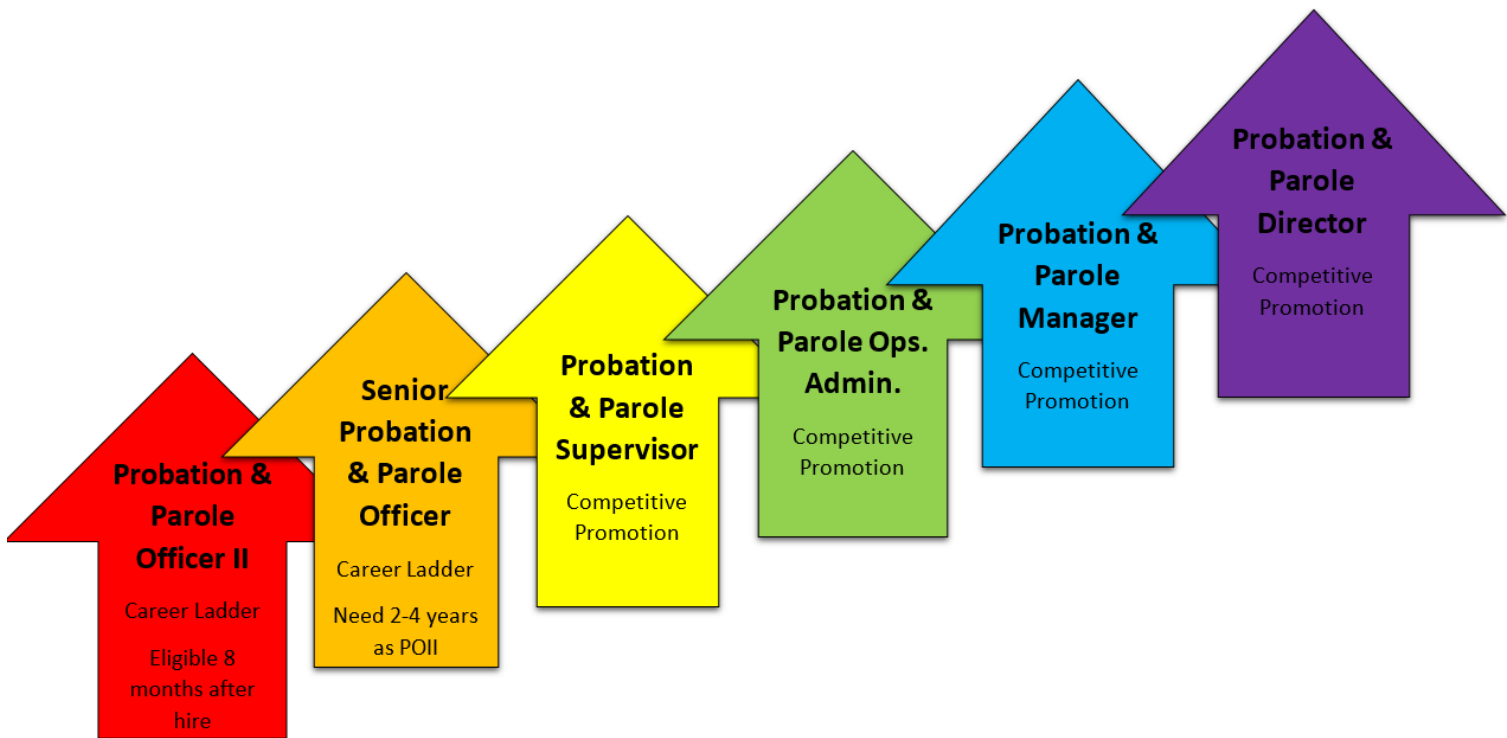


Probation & Parole Officer Career Path



Probation and Parole Officer II

This is the full performance level position

- Eligible for career ladder promotional opportunity 8 months after hire date
- Work is performed with increased independence.
- May train lower level officers, paraprofessional staff and volunteers.
- Performance Review with a minimum of Meets Expectations rating
- Must demonstrate ability and experience in:
 - Motivating and ensuring probationers comply with conditions of supervision.
 - Case management, including but not limited to, assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet unique needs by using effective interviewing and counseling techniques with probationers, parolees, and pretrial defendants.
 - Conducting investigations which includes interviews to obtain confidential information, gathering evidence, and documenting findings.
 - Providing testimony before boards, commissions, administrative bodies, and/or Court officials.
 - Communicating effectively both orally and in writing
 - Arrests, searches, capiases and warrants, due process requirements, and testifying in Court or Board of Parole.
 - Working with individual of diverse backgrounds

- Constructively handling aggressive, hostile, or emotionally-maladjusted clientele.
- Interrelating with co-workers, Supervisors, and other agencies



Senior Probation and Parole Officer

This is the advanced level position.

- Career ladder promotional opportunity with three (3) levels:
 - Senior Probation & Parole Officer
 - Skilled Senior Probation & Parole Officer
 - Expert Senior Probation & Parole Officer
- Senior Probation & Parole Officer
 - Eligible with a minimum of four years of experience as a POII **or** Bachelor's Degree and 3 years of experience as a POII **or** Master's Degree and 2 years of experience as a POII.
 - Performs lead level functions to assist in the daily supervision of unit activities such as providing staff training, approving reports of lower level staff, resolving problems and providing technical guidance in case management.
 - Coordinates programs or special projects and serves as chair of various committees or acts as liaison with community agencies.
 - May work with the most complex cases.
 - Performance Review, not more than 18 months old, and with a minimum of Meets Expectations rating
 - 30 hours of work-related training or continuing education during the most current 3 year period (in addition to mandatory annual training requirements)
 - Must demonstrate ability and experience in the following areas:
 - Motivating and ensuring probationers comply with conditions of supervision.
 - Conducting investigations which include interviews to obtain confidential information, gather evidence, and documenting findings.
 - Providing testimony before boards, commissions, administrative bodies, or Court officials.
 - Interpreting laws, rules, regulations, standards, policies, and procedures.
 - Case management, which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet individual human service needs using effective counseling or interviewing techniques as well as other resources.
 - Communicating effectively both orally and in writing.
 - Training other staff
- Skilled Senior Probation & Parole Officer
 - Performance Review, not more than 18 months old, and with a minimum of Meets Expectations rating.
 - Three (3) years experience as a Senior Probation and Parole Officer
 - Completion of three (3) Department- approved Supervisory or Human Resources Courses
 - Fifteen (15) hours of approved work-related training or continuing education during the past (3) years (in addition to mandatory annual training requirements)

- Expert Senior Probation & Parole Officer
 - Performance Review, not more than 18 months old, and with a minimum of Meets Expectations rating
 - Six (6) years experience as a Senior Probation and Parole Officer
 - Completion of six (6) Department- approved Supervisory or Human Resources Courses
 - Conduct six (6) training sessions conducted in a group one-on-one setting within Community Corrections or comparable environment during the past six (6) years.
 - Fifteen (15) hours of approved work-related training or continuing education during the past (3) years (in addition to mandatory annual training requirements)



Probation and Parole Supervisor

This is the supervisory level.

- Supervision is exercised over at least two or more full-time Merit positions per Merit Rule 5.1460. The elements of supervision include planning, assigning, reviewing, evaluating, coaching, training, recommending hire/fire and discipline.
- Provides input in the development, revision, and implementation of agency goals, objectives, policies and procedures.
- Speaks before groups and provides information on agency programs.
- Must demonstrate ability and experience in the following areas:
 - Three years experience in probation and parole work which includes motivating and ensuring offenders comply with terms of court-imposed probation or conditions of release from a correctional facility including arrests and searches.
 - Three years experience in conducting investigations which includes interviews to obtain confidential information, gathering evidence and documenting findings.
 - Three years experience in providing testimony before boards, commissions, administrative bodies or court officials.
 - Three years experience in case management which includes assessing, planning, developing, implementing, monitoring, and evaluating options and services to meet an individual's human service needs.
 - Three years experience in interpreting laws, rules, regulations, standards, policies, and procedures.
 - Six months experience in narrative report writing.
 - Knowledge of staff supervision acquired through course work, academic training, training provided through an employer, or performing as a lead worker overseeing the work of others; OR supervising staff which may include planning, assigning, reviewing, and evaluating the work of others; OR supervising a group of professional, technical, and clerical employees through subordinate supervisors.



Probation & Parole Operations Administrator

This is the administrative level of planning, implementing and supervising a statewide probation/parole program or managing the daily operations of a satellite or district probation/parole office.

- Maintains contact with community service agencies to ensure initiation of referrals, proper placements and continuity of treatment as offenders move through the correctional system.
- Coordinates with all agencies and communities involved in the program(s) to ensure integrity, effectiveness and efficiency.

- Develops policies and procedures for assigned program areas and provides input in the development, revision, and implementation of policies and procedures.
- Conducts preliminary hearings of offenders alleged to be in violation of parole, conditional release, or interstate probation/parole.
- Ensures compliance with legislative and reporting requirements regarding offenders and victims.
- Compiles and analyzes statistics/data for program/office measures and efficiency and for use in budget preparation.
- Represents the Department on task forces and committees and attends regular public meetings with civic associations, local law enforcement and community treatment providers to address public safety issues.
- Must demonstrate ability and experience in the following areas:
 - Possession of a Bachelor's degree or higher.
 - Three years experience in interacting with criminal justice organizations such as law enforcement, courts, corrections, parole boards, community groups, or local governments.
 - Six months experience in probation and parole management which includes planning, implementing and managing a probation and parole program or managing the daily operations of a probation and parole office.
 - Six months experience in developing and implementing correctional programs.
 - Six months experience in developing and implementing correctional policies and procedures in support of an institution or agency's mission and objectives.
 - Three years experience in staff supervision which includes planning, assigning, reviewing, and evaluating the work of others.



Probation and Parole Regional Manager

This is the management level responsible for overseeing the administration and operation of district and satellite probation and parole offices for an assigned geographical area.

- Administers contracts with vendors for facility and treatment services.
- Manages, through subordinate supervisors, the 24 hour/7 day operation of district and satellite probation and parole offices in an assigned geographical area.
- Develops and implements priorities, goals, programs, projects, policies and procedures.
- Participates with other Bureau management staff in planning and implementing long term goals and objectives as well as programs and services.
- Ensures the provision of quality programs and services through monitoring and proper allocation of resources.
- Develops, prepares, justifies and monitors operating budget.
- Interfaces with other district offices, courts, federal, other state, public and private agencies, community organizations, officials, legislators, contractual agencies/vendors for the purpose of acquiring services, developing/implementing programs/projects, coordinating program activities/resources, explaining laws, rules, regulations, policies and procedures, resolving complaints/problems, and related activities.
- Coordinates special projects and represents the agency on committees, task forces and at public meetings.
- Prepares special and routine status, project and investigative reports.
- Must demonstrate ability and experience in the following areas:
 - Possession of a Bachelor's degree or higher.

- Three years experience in interacting with criminal justice organizations such as law enforcement, courts, corrections, parole boards, community groups, or local governments.
- Six months experience in probation and parole administration which includes overseeing and directing the development, implementation and evaluation of probation and parole programs and services; establishing program objectives; planning short and long range program goals; developing and implementing program policies and procedures; and ensuring compliance with funding requirements.
- Provides advice to other agency organizational units through collaboration.
- Six months experience in budget administration which includes managing, developing, analyzing and implementing budgets, developing strategic plans and establishing internal controls.
- Six months experience in operations management which includes planning, directing, coordinating, controlling and evaluating operations typically through subordinate supervisors.



Director of Probation and Parole

This is the director level responsible for planning, implementing and directing Probation and Parole operations/programs statewide.

- Reports to a Bureau Chief.
- Oversees statewide operations to include probation/parole, pretrial, presentence, interstate/central office, intake services, community work programs and support services.
- Coordinates activities of program areas with the Court system, Board of Parole, correctional institutions, law enforcement agencies, and private agencies.
- Develops or oversees the development and implementation of programs, policies and procedures and provides guidance in the implementation of programs and interpretation and application of laws, rules, regulations, policies and procedures.
- Prepares, administers and manages the annual budget.
- Interfaces with other agency management and officials, federal, other state, public and private agencies, community organizations, and locally-elected officials and legislators to address public safety issues, develop and implement programs/projects, coordinate program activities, respond to inquiries, explain laws, rules, regulations, policies and procedures and resolve complaints/problems.
- Represents the Agency on a variety of state and national committees.
- Must demonstrate ability and experience in the following areas:
 - Possession of a Bachelor's degree or higher.
 - Three years experience in probation and parole administration which includes overseeing and directing the development, implementation and evaluation of probation and parole programs and services; establishing program objectives; planning short and long range program goals; developing and implementing program policies and procedures and ensuring compliance and funding requirements.
 - Providing advice to other agency organizational units through consultation.
 - Three years experience in interacting with criminal justice organizations such as law enforcement, courts, corrections, parole boards, community groups, or local governments.
 - Three years experience in operations management which includes planning, directing, coordinating, controlling and evaluating operations typically through subordinate supervisors.
 - Six months experience in budget administration which includes managing, developing, analyzing and implementing budgets; developing strategic plans and establishing internal control.

WORK PERFORMANCE

Our Probation & Parole Officer career path document is a tool that provides guidelines for advancing and promoting within the Probation and Parole Officer series. The goal is to invest in our employees and reward those who perform well and go above and beyond. Staff should be mindful of the following when pursuing career advancement.

- Experience in the job or tenure.
- Diverse experience and job assignment.
- Self-motivated to seek additional training and train others.
- High performance level in recent review cycles.
- Skillset that matches the minimum requirements of the new role.
- Personal motivation and willingness for a change in responsibilities and additional duties.

VOLUNTARY ADDITIONAL DUTIES

Examples of additional job duties include but are not limited to:

- **Probation & Parole Officer I & II**
 - Work Crew
 - Urine Screen Coordinator
 - Fleet Vehicle Coordinator
 - Training Advisory Committee
 - Workload Committee
 - DACS Superuser
 - Employee Recognition Committee
 - AFIS Coordinator
 - PBT Calibration Coordinator
- **Senior Probation & Parole Officer**
 - BOTC Role Player
 - OJT Assistance
 - ACA Committee
 - Training Advisory Committee
 - Workload Committee
 - DACS Superuser
 - Field Training Officer (FTO)
 - Statewide and County Specific On-the-Job Training (OJT) presenter
 - CISM Team Member
 - Onsite Training (i.e. CPR/First Aid, etc.)
 - Coordinates on-site projects
 - Participates in workgroups and committees
 - Assist with Volunteer/Interns
 - Liaison with treatment providers
 - Radio Coordinator
 - AFIS Coordinator
 - Evidence Room Coordinator

- **Probation & Parole Supervisor and above**
 - BOTC Adjunct Instructor
 - DACS Administrator
 - Statewide On-the-Job Training (OJT) Coordinator
 - County Specific On-the-Job Training (OJT) Coordinator
 - CISM Team Member
 - Chairs workgroups and committees
 - Volunteer/Intern Coordinator
 - Liaison with treatment providers
 - New Employee Orientation Trainer
 - TAC Coordinator
 - Evidence Room Coordinator

CROSS-TRAINING

Staff are encouraged to cross-train to gain experience in areas outside their current job posting. This can include, but is not limited to, completing fieldwork with staff in other units, volunteering to assist with additional duties while employees are on extended leave or positions are vacant and shadowing officers in specialized caseloads/job functions. Cross-training events increases an employee's ability to function effectively in a team environment. These exercises expand an employee's knowledge and skills to perform multiple tasks.

TRAINING OPPORTUNITIES

- **DEPARTMENT OF CORRECTION**
 - The Department's Training Academy serves as the primary resource for Probation and Parole Officer basic and annual mandatory training requirements. The basic training program is well-established and exceeds the requirements established in ACA standards. The Training Academy also provides additional training opportunities periodically throughout the year. For example:
 - Supervisor Symposium
 - EAP Supervisory Training
 - Working with Female Offenders
 - Effective Practices in Community Supervision
 - Correctional Fatigue
- **OFFICE OF MANAGEMENT AND BUDGET/HUMAN RESOURCE MANAGEMENT (OMB/HRM)**
 - The **Delaware Learning Center (DLC)** was implemented statewide in December 2014. Employees may access the site to register for authorized trainings throughout the state system including DOC courses. The employee's training record/transcript will be maintained in the Delaware Learning Center. The DLC can be accessed from the following URL address: <http://hrm.omb.delaware.gov/training/>
 - Delaware Department of Human Resources (DHR) Supervisory Development Certificate Program provides a Supervisory Development Certificate (SDC) program. First-line supervisors, as well as potential supervisors, need a comprehensive, progressive series of developmental opportunities to continually improve their performance. This certificate program encourages supervisors to improve individual, team, and organizational performance. In addition, investment in the

development of state supervisors greatly enhances the State's succession management.

<https://dhr.delaware.gov/training/special/sup/>

- Delaware Department of Human Resources (DHR) Career Development Mentoring Program.
<https://dhr.delaware.gov/training/career-development/mentoring-program.shtml>
- Delaware Department of Human Resources (DHR) Human Resources (HR) Certificate Program is designed to develop the knowledge, skills, and abilities of HR practitioners and other State of Delaware employees assigned HR support functions within the State merit/merit comparable system. Both knowledge and experience are assessed for certification. The program stresses the importance of organizational vision, customer-focused practices, managerial flexibility and worker empowerment, while remaining true to the more traditional responsibilities associated with attracting, retaining, motivating, and compensating employees.
<https://dhr.delaware.gov/training/special/hrc/>
- Delaware Department of Human Resources (DHR) Blue Collar Training Program for State Employees provides funds for eligible employees for additional training.
<https://dhr.delaware.gov/training/special/blue/>
- **AA/EEO** - This course provides supervisors and aspiring supervisors with information about Affirmative Action, the role of the Governor's Council on Equal Employment Opportunity, and the scope of diversity and its value as a management tool.
- **Basic Principles of Leadership: Building Trust Under Pressure** - This course presents a set of basic leadership principles that are the foundation for the Fundamentals for Leadership Series. Regular use of these principles will enable participants to build trust with others, establish a network of effective relationships, maintain a positive work environment, and defuse highly charged situations with others.
- **Conflict Resolution** - Focusing on effective communication and collaborative problem solving skills, the conflict resolution workshop provides participants with a basic understanding of conflict management styles and techniques to achieve win-win solutions, communication techniques and a problem solving process for resolving conflict themselves or assisting others to resolve differences. This interactive training includes lecture, discussion, and large/small group activities. The skills acquired in this course are applicable in the workplace as well as the home and community settings.
- **Correcting Performance Problems** - This course provides a set of skills for addressing recurring or serious performance problems to get an individual's performance back on track
- **Coaching and Counseling** - Managers and supervisors who wish to influence, direct, teach, and motivate their employees need to develop expertise in two essential skills: coaching and counseling. Anytime we teach someone a new skill, we are coaching. Anytime someone seeks us out for assistance or advice, we are counseling. Benefits and guidelines for each skill are discussed, as well as those for giving effective feedback. Please note: This class is for managers, supervisors, and certificate participants.
- **Developing Others** - This course provides skills for helping others expand their capabilities so they have the confidence to take on new challenges and work more independently.
- **Fundamentals of Employment and Labor Relations Practices** - This course is designed for Certificate Participants, Human Resource Practitioners, Supervisors, and Managers. Administering a disciplinary action can be difficult and stressful for both supervisors and human resource personnel. Even when discipline is justified and warranted, managers, supervisors, and HR Practitioners must be extremely careful to analyze each situation carefully and to follow the State's Employment and Labor Relations Policies and Procedures. This training addresses the fundamentals of conducting investigations of misconduct, determining just cause standards, implementing discipline, managing grievances, and using the ADA interactive process. Participants also learn to differentiate the application of these policies and procedures for merit, union and non-union employees.

- **Getting the Job Done as a Supervisor** - This high impact course is intended to provide supervisors and those aspiring to be supervisors with strategies to increase productivity at work. Participants learn how to set SMART goals, become more organized, and manage time more efficiently. Participants learn to use tools to prioritize effectively, and to use the most appropriate management styles for different situations. Participants gain knowledge on the art of delegating, and using common sense approaches to increase productivity in the workplace.
- **Growing into Leadership** - Organizations are listing "leadership skills" as a prerequisite for a variety of jobs. What are the specific traits associated with leadership and how can those traits be applied on the job? Using a combination of lecture and hands-on-activities, these questions are addressed in this one-day class. No matter what your job title, you can apply these skills and become more comfortable when working with co-workers, supervisors, and the public.
- **HR Basics Online Course link** - HR Basics provides an overview of human resource policies and procedures as prescribed by the Merit Rules, and the Delaware Code. You will learn about merit employee benefits, leave administration, hiring, and where to go for assistance on HR related issues. Some of the other topics include workplace expectations; ethics, safety and security, probationary periods, performance plans and performance reviews. This is a required course for the Management Development, Supervisory Development, and Human Resource Certificate Programs.
- **Human Side of Management** - This course concentrates on communication, group performance, and problem-solving/decision making. It is intended to enhance the ability of both new and experienced supervisors to get things done by working with their employees. Topics include: The Communication Process, Non-Verbal Communication, Listening, Writing, Conducting Meetings, Solving Agency Communication Problems, Leadership, Team Building, Motivation, and Coaching to Improve Performance, Resolving Conflict, and Problem-Solving/Decision Making.
- **Knowledge Transfer** - Through group discussion and activities, this course offers participants the opportunity to explore different knowledge management strategies. Participants will practice and receive practical tools to capture and transfer knowledge that can be beneficial for individuals, supervisors/managers, teams, and agencies.
- **Leadership Skills for Women** - Women hold an ever-growing number of leadership positions and face unique challenges doing so. If you are interested in developing your leadership skills, this program is for you. Topics include leadership characteristics, stereotypes about women in leadership positions, working effectively with men and other women, projecting a powerful self-image, developing personal power, and strengthening your personal leadership style.
- **Managing Generational Differences** - Generational conflict costs organizations in many ways, including lost productivity and low morale. This course is designed to educate and stimulate positive interaction among participants. It will also show you ways to dramatically reduce workplace conflict and provide managers and supervisors with strategies for effectively addressing generational differences in a positive way.
- **Managing Negative Behavior** - If you are like most people, you are confronted by negative people every day. You may even experience negative thoughts and display negative behaviors yourself. This negativity can have a serious impact on individuals and organizations, and it often leads to conflicts, communication problems, and stress. As a result, productivity suffers and so do individuals. During this class, you will learn to resolve your own internal patterns of negative thinking and to confront and overcome negativity from others. You will learn how to identify individuals who may have negative attitudes and practice strategies to help you handle their negative behavior. Applying the strategies and skills from this class will lead to better attitudes and will have a positive impact on you, your team, and your organization.
- **Moving Into Supervision** - Are you apprehensive about making a move into supervision? This session gives participants a look at the knowledge, skills and abilities needed to cross the line from staff to supervisor. Recommended for those who are about to make this important decision.

- **Planning & Reviewing Performance** - Provides participants with skills and tools for clarifying expectations and for conducting effective performance reviews that recognize successful performance and plan for improvement or development, using the State's Performance Review process.
- **Positive Discipline** - For most managers, addressing performance issues is a nightmare they try to avoid. Positive Discipline teaches five simple steps for resolving tough performance problems in a win-win manner, without negative confrontation.
- **Problem Solving** - This course provides participants with skills, strategies, and tools for collaborative problem solving by focusing on integrating the two fundamental components: people and process.
- **Providing Constructive Feedback** - This course provides skills that let participants give constructive feedback in a way that builds openness and mutual respect, and promotes problem solving and learning.
- **Recognizing Positive Results** - This course provides skills to encourage and reinforce employee actions that lead to optimal performance. Recognition is one of the most positive motivators that leaders have and it costs virtually nothing to use except a little honest attention to people.
- **Respect and Harassment Prevention** - Harassment and lack of respect can have a detrimental effect on the workplace atmosphere and job productivity. Employees should ideally demonstrate respect and treat differences with others with sensitivity and compassion. This class will include discussions on the impact of disrespectful behaviors in the workplace, consequences of violating the state's harassment policy and Title VII, and the most common mistakes managers make in addressing issues of harassment/discrimination. Participants will learn the behaviors, actions or attitudes that can escalate into workplace violence and the steps to confronting disrespectful behaviors and reporting complaints.
- **Selection Interviewing** - The online Selection Interviewing Class is available for Hiring Managers and those serving on interview panels. By completing this online tutorial, you will understand the purpose of interviewing, how to develop interview questions, what questions to avoid, how to determine the best candidate, and more.
- **The Supervisor's Role** - The Supervisor's Role is intended for current and those aspiring to be supervisors. Participants will learn the evolution of supervision, the qualities of a good supervisor, the critical functions and needs of supervision, and things to consider when supervising others.

- **THE STATE OF DELAWARE MERIT EMPLOYEE BENEFITS**

- Educational Leave and Assistance.
 - Agencies may approve educational leave without pay. Upon agency request, the DHR Secretary may approve leave with pay. The purpose of such leave is to permit employees to pursue education or training directly related to State employment which is not available through in-service training.
 - Educational reimbursement shall be offered by agencies consistent with their budgetary allowances. Reimbursement will be made only upon submission of evidence of satisfactory completion accompanied by paid receipts. In exceptional circumstances, agencies may pay in advance of course completion. In such cases, employees shall reimburse agencies if they do not submit evidence of satisfactory completion. Employees shall reimburse agencies for tuition and paid education leave if they do not submit evidence of satisfactory course completion leave State employment within 6 months of course completion.
- <https://merb.delaware.gov/state-merit-rules/state-merit-rules-chapter-5/>

- **OTHER TRAINING PROVIDERS**

- Additionally, there are a variety of other training providers routinely utilized by DOC. Training offered by these providers requires the employee to submit a Travel/Training Request (T/T) for approval. Training approved by the DOC will be applied to an employee's annual training hours.
- **American Correctional Association (ACA)**: The Professional Development Department offers a full range of educational and training opportunities for adult correctional and juvenile justice staff. Current options include the Correctional Certification Program, Corrections Online Training Collaborative (COTC), Leadership Development Program, and a variety of workshops and technical assistance services. More information can be found at: <https://www.aca.org>
- **National Institute of Corrections (NIC)**: The National Institute of Corrections (NIC) is an agency within the U.S. Department of Justice, Federal Bureau of Prisons. It provides training, technical assistance, information services, and policy/program development assistance to federal, state and local corrections agencies. More information can be found at: <http://nicic.gov> (Select Training Tab).
- **NIC Frontline Learning Center E-Courses**: <https://nic.learn.com>. Various e-courses are available through the NIC website. Users must create an account to access training.
- **Delaware Valley Adult Probation and Parole Training Consortium (DVAPPTC)**: Training offered regularly with varying subject matters. Some of the training is officer-related, while other training is supervisor/management-related. Training would need to be pre-approved by the department to apply towards yearly mandatory training requirements.
- **Northeast Counter Drug**: Training offered regularly with varying subject matters.
- **Middle Atlantic-Great Lakes Organized Crime Law Enforcement Network (MAGLOCLN)**: Training offered regularly with varying subject matters. Some of the training is officer-related, while other training is supervisor/management-related.
- **Delaware State Police (DSP)**: Training offered regularly with varying subject matters. Some of the training is officer-related, while other training is supervisor/management-related.
- **Maryland Public Safety Commission**: Training offered regularly with varying subject matters. Some of the training is officer-related, while other training is supervisor/management-related.
- **American Probation and Parole Association (APPA)**: Training offered regularly with varying subject matters. Some of the training is officer-related, while other training is supervisor/management-related.
- **FBI Law Enforcement Development Association (LEEDA)**: Training offered to promote the improvement of law enforcement management practices through training, education and networking among law enforcement professionals.
- **Partnerships with Other Federal, State, and Local Agencies (i.e. Housing, Labor, etc.)** - Training offered regularly with varying subject matters.
- **Partnerships with Service Providers (i.e. Substance Abuse, Mental Health, etc.)** - Training offered regularly with varying subject matters.

- **Local colleges/universities** – Any approved coursework offered in a partnership with a college/university, including grant-related training. This coursework would vary depending on availability (i.e. Offender Relations). Any approved job-related coursework completed at an accredited/approved college/university would count towards training hours according to Department procedures.